

THE INFLUENCE OF NATIONAL CULTURE ON MANAGEMENT CULTURE ON THE EXAMPLE OF POLISH AND UKRAINIAN INSTITUTIONS¹

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Abstract

Culture gives direction to the way of thinking about humans, provides a framework of what is considered as ways of realisation of humanity. It is always “somebody’s” culture because it is created by specific people and these people express themselves in the culture. This article concentrates on showing the influence of national culture on management culture, permeation of values from outside environment to organisational reality. The results of the research that had been carried out in the Polish and the Ukrainian organisations were analysed. In the adopted research procedure a diagnosis of cultural dimensions (power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance) and their comparative characteristics were made taking into account the criterion of nationality. The data collected during the studies of the employees of the Polish and the Ukrainian companies were given quantitative analysis. Afterwards, in-depth interviews with the managers of both these organisations were carried out. In this case, qualitative method was used. Its aim was to identify cultural features in the management of the studied subjects. It was concluded that shaping interpersonal, mutual relations between the employees and also between the employees and the management is influenced by the senior managers who lead the organisation. Therefore, they influence the formation of the management culture.

Key words: national culture, management culture, organisational culture.

JEL Classification: D2, L2, Z1.

¹ The research was realised as a part of work no. S/WZ/4/15 and financed from the funds for science by the Ministry of Science and Higher Education.

Badania zostały zrealizowane w ramach pracy nr S/WZ/4/15 i sfinansowane ze środków na naukę MNiSW.

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1. Introduction

Culture gives direction to the way of thinking about humans, it also provides a framework of what is considered as ways of the realisation of humanity. It is always “somebody’s” culture because it is created by specific people who express themselves in it. This article focuses on showing the influence of national culture on management culture and the permeation of values from the external environment to the organisational reality. The research problem was formulated in the form of a question: What is the relationship between the way of managing companies and specific features of national culture (Polish and Ukrainian)? The aim of the research was to identify cultural features in the management of the studied subjects.

The results of the research carried out in the Polish and Ukrainian organisations were analysed. In the selected research procedure a diagnosis of the dimensions of culture (power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance) was made, as well as their comparative characteristics taking into account the criterion of nationality. The analysed quantitative data were collected in the process of studying the employees of the Polish and the Ukrainian companies. Subsequently, in-depth interviews with the managers of both corporations were conducted. In this case, the qualitative analysis was used. Its aim was to identify the cultural features in the management of the studied subjects.

It was concluded that interpersonal relationships, mutual relations between the employees and the ones between the employees and the management are influenced by the senior managers who are in charge of the company. Therefore, they influence the formation of management culture (Kowalczewski, 2016, pp. 15–16). Management culture differs from the concept of management style in a way that it focuses mainly on the beliefs and values the managers are guided by in the process of managing the organisations.

Reflection on management culture and organisational culture concerns widely understood cultural context due to the fact that organisations function in specific places and in specific time. Ł. Sułkowski claims that it is crucial to “refer to societies which vary in terms of key values used in organisation, such as attitude to an individual and a group, power, uncertainty and risk taking” (2012, p. 8). Therefore, together with entrepreneurs entering foreign markets, the need for gaining greater knowledge about cultural aspects arose, what results in a possibility to generate practical advice concerning the management of culture in culturally different environment.

2. Polish and Ukrainian national cultures

National culture, understood as one of the dimensions of the environment, influences the way of functioning of the subjects within. It is especially visible nowadays when the enterprises getting involved in businesses on international markets come across many different national cultures. These cultures form values, norms, be-

haviour of the employees and contractors of international companies (Rozkwitalska, 2008, p. 241). According to F. Trompenaars and Ch. Hampden-Turner “culture is a context in which everything is happening – even legal issues taken out of context lose their meaning” (2002, p. 20). The culture of a nation can be defined as the values, expectations and learned behaviour which are shared by a group of people and passed from generation to generation (Rozkwitalska, 2008, p. 243).

J. Mikułowski Pomorski, using the classification by G. Hofstede, shows the differences in national cultures of different European countries (2012, pp. 235–236). In the dimension of power distance Ukraine is in the first place, Poland in the fifteenth. This means that Ukrainian culture is characterised by a large power distance, whereas Polish culture by a moderate one. Ukrainians are culturally more collective than the Polish, who are characterised by stronger individualism. Ukrainian culture is more feminine than the Polish one. Ukrainians tend to avoid uncertainty more than the Poles.

G. Hofstede defined the values of the indicators such as individualism, power distance, masculinity and uncertainty avoidance for Poland and Ukraine. The results of the comparison are shown in Table 1.

Table 1. The values of the indicators individualism, power distance, masculinity and uncertainty avoidance for Poland and Ukraine

Country	Individualism	Power distance	Masculinity	Uncertainty avoidance
Poland	60	68	64	93
Ukraine	25	92	27	95

Source: developed on the basis of: <http://geert-hofstede.com/countries.html>, [10.12.2016]

In the light of these results it can be observed that in Polish culture the indicator of individualism is much higher than in Ukrainian culture. Hierarchism in both countries is relatively high in relation to other European countries. However, in the juxtaposition Poland-Ukraine, in Poland it can be considered as moderately high, in Ukraine – very high. The level of uncertainty avoidance in both cultures is relatively high though in Ukraine it is a bit higher. Polish culture shows more masculine features, Ukrainian culture – more feminine ones.

3. National conditioning of management culture and organisational culture

Norms, foundations and values are transferred to the company mainly from the external environment. One of important factors influencing organisational cul-

ture is the national culture of the country in which the organisation functions. The dimensions of national culture are not transferred directly – automatically on the organisational culture of the companies and the management culture (Karczewski, 2008, p. 91). It can be assumed that given values occurring on the level of a given society should also be visible on the organisational and individual level (Fig. 1).

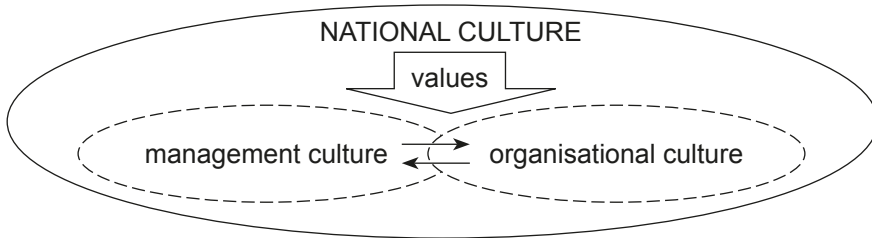


Fig. 1. Compatibility between national culture, management culture and organisational culture and the value of units

Source: own study

Management culture and organisational culture of a company are influenced by national culture. What is also important is the size and complexity of the organisation, the average age of the staff, personality traits of the founders, managers and employees. Management culture and organisational culture are formed by people who set norms, values, behaviour patterns, and who use a specific style of communication by using a specific language. Mutual relations and interpersonal relationships of people working in a given company have a great influence on the operational efficiency and the success of the organisation. What is especially important are the relationships between two basic sides of each company, that is the superiors and the subordinates, the managers and the employees. One of the sides is the boss and the other one is somebody who is his subordinate. Their mutual relations shape and form the process of management (Kowalczewski, 2016, p. 15).

4. Cultural types in the polish and the Ukrainian organisations

Specifying the cultural type of an organisation promotes the management in accordance with the culture. Therefore, bearing in mind cultural differences between organisations and between the individuals who create them, it cannot be surprising that management of organisations may differ depending on the culture.

To specify the cultural type of an organisation, a study was carried out in terms of: artefacts, values and basic assumptions in both companies³.

³ Detailed description of the research referring to organisational culture of companies was omitted in the text. Only their effects were presented in a condensed form.

The choice of the research sample in the qualitative and quantitative studies was purposeful. A group of 184 people took part in the research, from both the Polish and the Ukrainian organisations. Among the respondents, 64% were the employees of the Polish organisation, and 36% – the employees of the Ukrainian organisation.

The effects of the research are presented in Table 2. The differences prove that national culture influences the organisational culture.

Table 2. Cultural types of the Polish organisation and the Ukrainian organisation

Cultural type of the organisation		
Country	Poland	Ukraine
Artefacts	– Lower cultural context	– Higher cultural context
Values	– Relatively higher preferences of ultimate, intrapersonal values and instrumental competence values	– Relatively higher preferences of ultimate, intrapersonal values and instrumental moral values
Basic assumptions	– Lower indicator of power distance – Higher indicator of individualism – Higher indicator of femininity – Lower indicator of the rate of uncertainty avoidance	– Higher indicator of power distance – Higher indicator of collectivism – Higher indicator of masculinity – Higher indicator of the rate of uncertainty avoidance
Cultural orientation	– Dominance of values orientated on task realisation	– Dominance of values orientated on interpersonal relations

Source: own study

In the organisational culture of the Polish company we can observe to a greater extent the properties of a low context culture, because the communication in the organisation takes place in a direct way. In axiological dimension relatively higher attention is paid to ultimate intrapersonal values and instrumental competence than to ultimate intrapersonal values and instrumental moral values. Organisational culture is focused more on task realisation than on interpersonal relations. The diagnosis of basic cultural assumptions shows a higher level of individualism and a lower level of power distance, masculinity and uncertainty avoidance than in the organisational culture of the company functioning in Ukrainian national culture.

In the organisational culture of the Ukrainian company we can observe to a greater extent the properties of a high context culture. A special attention is paid to the issues connected with professional and social position and there is a high level of ritualising interpersonal relations. In axiological dimension relatively higher attention is paid to ultimate intrapersonal values and instrumental moral values.

Organisational culture is focused more on interpersonal relations than on task realisation. Considering so called basic assumptions it should be noticed that the culture in the Ukrainian organisation is characterised by a higher than it is in the Polish organisation level of hierarchy, masculinity and uncertainty avoidance. What can also be seen is a higher intensity of collectivism.

5. Cultural elements in the management of the studied subjects

Verifying cultural elements in the management of the studied subjects, a list of questions that had been created for interviews with managers was used. In the study took part: the chief executive officers of the Polish and the Ukrainian companies, eight directors of different departments and the human resource director. The juxtaposition of the people who took part in the research is presented in Table 3.

Table 3. A list of the interviewees

Number of interview	Function	Organisation	Gender
1	Chief Executive Officer, Production Director	Malow/ Litpol-Ukraine Place of work: Malow/ Poland	Male
2	Production Deputy Director	Malow/ Poland	Male
3	Marketing Director	Malow/ Poland	Male
4	Logistics Director	Malow/ Poland	Female
5	Product Development Director	Malow/ Poland	Male
6	Human Resources and Training Director	Malow/ Poland	Female
7	Finance Director	Malow / Litpol-Ukraine Place of work : Malow/ Poland	Female
8	Production Director	Litpol-Ukraine (person delegated from Malow/ Ukraine)	Male
9	General Director	Litpol-Ukraine/ Ukraine	Male
10	Human Resource Director, Sales (previously General Director)	Litpol-Ukraine/ Ukraine	Female

Source: own study

It is important to highlight that one of the studied representatives of the managing staff was delegated from the Polish company to the Ukrainian one. The interviews were carried out in May/June 2015.

A list of 15 most important concepts connected with basic cultural assumptions was created (power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance) and then quotations were categorised according to the classification (Table 4).

Table 4. Categories, reference to dimensions, questions asked to the managing staff

Categories	Reference to cultural dimensions	Question
Individual and group decisions	Individualism/ Collectivism Power distance	Which decisions are taken more often in your organisation: individual or group?
Evaluation of the employees	Individualism/ Collectivism	What is taken into consideration while evaluating the employees – their individual contribution or are they evaluated in the context of group results?
Individual motivation group motivation	Individualism/ Collectivism	Do you use group motivation? In what situations?
Methods of recruitment	Individualism/ Collectivism	What recruitment methods dominate in your organisation? Do you allow recruitment on the basis of your own employees' recommendation?
Form of addressing the superiors	Power distance	How do your employees address you?
Career path and training	Power distance Masculinity/ Femininity	What is a typical career path in your organisation like? Who decides about the kind of training and about the promotion of employees? (can the employees themselves suggest what training is needed?)
Employees' initiative	Power distance	How often do you take actions initiated by the employees?
Employees' activity	Power distance	How often do the employees have an idea how to improve work at their position?
Relations at work	Masculinity/ Femininity	Is the atmosphere at work good? Do the employees like each other, know each other and keep their relations outside workplace or are their relationships limited and concentrate mainly on fulfilment of the tasks at work?
Conflicts at work	Masculinity/ Femininity	How often do conflicts between the employees occur and who solves them?

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Attitude to regulations	Uncertainty avoidance	Is obeying the regulations strictly required?
Reactions to danger	Uncertainty avoidance	When danger appears, do the employees mobilise or is there demobilisation?
Employees' self-reliance	Uncertainty avoidance	Do the employees expect from their superior clear instructions about how to perform a task?
Flexibility in fulfilling the objectives	Uncertainty avoidance	When you set objectives, do you always realise them or are there exceptions? If so, in what situations?
Initiating innovative activities	Uncertainty avoidance	How often do the employees initiate innovative activities? Do the majority prefer to be told what to do?

Source: own study

Four questions referred to the dimension individualism-collectivism, five to power distance, three to masculinity-femininity and five to uncertainty avoidance.

It was assumed that:

- the answers that concerned making individual decisions, the evaluation of individual contribution of the employees, the system of motivation concentrated on an individual and refusing the staff recommendation while recruiting new workers show the consideration for the specifics of individualistic culture;
- the answers that concerned making group decisions, the evaluation of group contribution of the employees, the system of motivation concentrated on a group and accepting staff recommendation while recruiting new workers show the consideration for the specifics of collective culture;
- the answers that concerned the official form of addressing the superiors, precise planned career path, not considering employees opinion in the choice of training, employees not taking initiative about the functioning in the company show the consideration for the specifics of high power distance culture;
- the answers that concerned unofficial form of addressing the superior, direct communication between the superior and the subordinates, encouraging the employees to participate in the choice of training, employees taking initiative about the functioning of the company show the consideration for the specifics of low power distance culture;
- the answers that concerned concentration on task realisation by the employees, strict role division, separation of professional and private life, frequent conflicts show the consideration for the specifics of masculine culture;

- the answers that concerned integration of co-workers outside the workplace, permeation of professional and private life, good atmosphere at work, few conflicts show the consideration for the specifics of feminine culture;
- the answers that concerned strict rules obedience, demobilising reaction to danger, expecting the superiors to provide clear instructions, precise task realisation and few employees' suggestions about innovative activities show the consideration for the specifics of high uncertainty avoidance culture;
- the answers that concerned no need for strict rules obedience, mobilisation in face of danger, employees' initiatives about the way tasks are realised, initiation of innovative activities show the consideration for the specifics of low uncertainty avoidance culture.

In the analysis a closed comparative method was used which involves choosing a priori comparative groups before the research and analysis. It helps to eliminate fortuity or the changes of the level of analysis, "which could lead to formulating a new interpretation pattern (e.g. higher level of generality), going too far or inadequate to currently collected knowledge, most often treated as 'a collection of facts'" (Konecki, 2000, p. 61).

The connection between the cultural dimensions in both studied subjects was shown in table 5.

Table 5. The connection between the management method in organisations: Polish and Ukrainian with cultural dimensions

Organisation	The managers:	Correlation of management with cultural dimension
Polish organisation	<ul style="list-style-type: none"> – prefer varied (both official and unofficial) forms of the way employees address the superior (it depends on the age of the superior) – pay attention to precise execution of commands – value taking initiative by the employees – take into consideration the employees' opinion about the training they would like to have – prefer internal promotion 	The way of management is adjusted to the specifics of moderate power distance culture
Ukrainian organisation	<ul style="list-style-type: none"> – prefer to address the superior in the form of so called <i>patronymic</i> – pay attention to precise execution of commands – prefer the workers to execute commands than to take initiative – plan the training schedule themselves – claim that internal promotion is possible 	The way of management is adjusted to the specifics of high power distance culture

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Polish organisation	<ul style="list-style-type: none"> – important decisions are made collectively, the less important or the ones concerning the specifics of the department – individually – often employ new workers on staff recommendation, they value this kind of recommendation – evaluate the employees on the basis of their individual work – evaluate using an evaluation sheet (60% for the assessment of task realisation, 40% concerns the attitude) – notice if there are conflicts in the workplace, they concern individual cases 	The way of management is adjusted to the specifics of culture of higher level of individualism than collectivism
Ukrainian organisation	<ul style="list-style-type: none"> – important decisions are made collectively, the less important or the ones concerning the specifics of the department – individually – in some cases new workers are recruited on employees' recommendation – evaluate employees on the basis of their individual work and group work, but individual evaluation dominates – evaluate using an evaluation sheet (60% for the assessment of task realisation, 40% concerns the attitude) – notice that if there are conflicts in the workplace, they concern strict group division (us-they/ managers-subordinates) 	The way of management is adjusted to the specifics of culture that involves both individual and collective features, with the indication on including the features of individualist culture
Polish organisation	<ul style="list-style-type: none"> – claim that role division is important – appreciate the role of efficient communication – prefer separation of private life from professional life, but look favourably at co-workers meeting after work – require reliability and realisation of the objectives – claim that conflicts at work rarely appear 	The way of management is adjusted to the specifics of a culture of higher level of femininity than masculinity
Ukrainian organisation	<ul style="list-style-type: none"> – claim that role division is important – efficient communication is less important than fulfilling the tasks set – prefer separation of private life from professional life, but look favourably at co-workers meeting after work – require reliability and realisation of the objectives – claim that conflicts at work often appear 	The way of management is adjusted to the specifics of a culture of higher level of masculinity than femininity
Polish organisation	<ul style="list-style-type: none"> – require following the regulations – precisely define the scope of performed tasks – claim that the employees show relatively little initiative, but can mobilise in difficult situations – evaluate according to the guidelines in evaluation sheets, which are adapted to the tasks performed by the employees (there are three types of sheets) 	The way of management is adjusted to the specifics of a culture of high level of uncertainty avoidance

continued tab. 5

Ukrainian organisation	<ul style="list-style-type: none"> – require following the regulations – precisely define the scope of performed tasks – claim that the employees show relatively little initiative, but can mobilise in difficult situations – evaluate according to the guidelines in evaluation sheets, which are adapted to the tasks performed by the employees (there are three types of sheets) 	The way of management is adjusted to the specifics of a culture of high level of uncertainty avoidance
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Source: own study

In relation to the dimensions: power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance in the way of management of the company from Suwałki features typical for Polish national culture were diagnosed. In relation to dimensions: power distance, masculinity-femininity and uncertainty avoidance in the way of management of the company from Kharkiv features typical for Ukrainian national culture were diagnosed. However, in the dimension individualism-collectivism in the management of the Ukrainian company features typical for Polish national culture were also noticed.

The indicator of power distance is higher in the Ukrainian company than in the Polish one. Therefore, prescriptive way of management, which involves setting tasks and direct supervision of employees is in accordance with the culture of the Ukrainian company, on the other hand, participatory style of management, enabling the involvement of the subordinates in decision making processes is in accordance with the culture of the Polish company. It is important to stress that even if in the foreign seats of the company ideas and policy typical for the parent company are accepted, the employees to a large extent are governed by the values and beliefs dominant in their own culture. Unconscious models of organisations that people carry in their minds to a large extent depend on the level of power distance and uncertainty avoidance. An organisation that comes from a cultural area of lower power distance usually adapts better in a country where the power distance is higher. A manager taking his position in a country of higher PDI (e.g. Ukraine) quickly learns the authoritarian style. This is true in the case of the Production Director who was delegated from a Polish company to a Ukrainian one.

Both in the Polish and the Ukrainian companies attention is paid to the order in the structure of the organisation. Respect for regulations is important. We can refer to the dimension – uncertainty avoidance. This indicator is high in both Polish and Ukrainian cultures. Therefore, the managers requiring obedience of the set rules and regulations as well as precision in setting tasks at different positions guarantee security. So in relation to the dimension uncertainty avoidance in the studied companies we can conclude that in the way of management cultural factors are taken into consideration.

What is stressed in the Polish company is the contribution that the employees make in the development of the organisation. Besides expectations connected with the fulfilment of the objectives, the managers want their employees to feel professional life satisfaction. That would suggest the occurrence of the elements of the dimension femininity. In the Ukrainian company, however, the managers concentrate more on expectations from the employees and respecting the regulations. In-depth results of surveys carried out in the organisations, which preceded the interviews, showed a higher level of masculinity in Ukrainian culture than in Polish culture. That is why, in this dimension in both companies we can observe a way of managing that takes into account cultural factors.

The conversations with managers show that in both organisations the employees are generally assessed individually. Setting tasks and planned training are also addressed to individuals. Such an attitude is closer to the features of Polish culture than Ukrainian culture. It is similar in the case of ways of motivation. Management in both companies concentrates mainly on reaching the objectives, it is more focused on task realisation than on interpersonal relations. In case of the Polish company, the conclusions from the analysis of the interviews correlate with the conclusions from quantitative studies, however, in case of the Ukrainian company there is a slight discrepancy in the dimension individualism-collectivism and task or relation orientations. The managers of the organisations with collective features should pay more attention to the integration processes. One of efficient management methods in relation to such organisations is management through self-steering groups. In companies of dominant collective culture, the whole group is awarded more than individual methods because favouring one employee would ruin the harmony of a group. It is more important for an employee how he or she is assessed by the co-workers than by the superior.

Summing up, in the Polish company effective communication between the manager and the subordinates seems to be essential. The employees can always express their opinions about a given issue and talk to the superior. The level of power distance seems to be lower than in the case of the Ukrainian company. The employees can also report a need for a training and most of the suggestions are included in the schedule of trainings. Each employee evaluation is individual regardless of the kind of work they perform. The way of management is more of a participatory than directive nature. The managers focus most on the realisation of the plans and objectives although they are not indifferent to employees' satisfaction either. A lot of attention is paid to following the rules and regulations which is connected with the need for overcoming uncertainty.

In relation to managing the Ukrainian organisation we can conclude that it is mainly of a directive nature, which correlates with, a higher than in the Polish culture, level of power distance. An employee should stick to the regulations and respect all the rules. It is connected, like in the Polish organisation, with the dimension of uncertainty avoidance. Ensuring the feeling of safety and stability is the aim.

Employees' evaluation is of a rather individual than group nature although group motivation appears as well. It indicates a partial account of cultural aspects in the management. The managers focus most on the realisation of the plans and objectives. Paying attention to the employees' professional life satisfaction is of secondary importance.

It is claimed that the situation in which employee's cultural beliefs correlate with the requirements of formal organisational solutions is comfortable for him/her. Then the employee has a feeling of control over his own organisational behaviour, he reacts accurately to different information and situations and is able to predict and plan his actions (Sikorski, 2008, p. 39). The research shows that this is the case in the Polish company and to a large extent in the Ukrainian company. However, it happens that the employees of the Ukrainian organisation not always accept the instructions of the managers and conflicts on the line subordinates-managers appear.

Practice and methods used in one country are not always efficient and effective in another country. Therefore, it is important to use knowledge about cultural issues in management.

6. Conclusions

Among four dimensions of national culture that were studied, the most important in the context of organisation seem to be power distance and uncertainty avoidance. Organisation requires answering two questions: (1) who decides about what? and (2) what rules and regulations need to be followed to reach the objectives? The answer to the first question is conditioned by cultural norms connected with power distance, the other one is connected with uncertainty avoidance. The other two dimensions, that is individualism and masculinity, influence our way of thinking not about the organisations but about the people in the organisations (Hofstede, Hofstede, 2007, p. 256).

The possibility of influencing does not guarantee that the managements will be understood or that they will influence other members. Underestimating the cultural differences in management of an organisation and first of all in shaping the personal function, can have negative consequences such as discouraging work, misunderstandings in communication, failure in relations with clients, which consequently can lead to decrease in the economic outcomes of the company (Frost, 2000). That is why, the aim of the research was to identify the differences in management between two studied subjects that come from the specifics of the culture of the environment in which they function. To achieve this, a qualitative method was used. Its aim was to result in the answer to the question: What is the relation between the way of managing companies and specific features of national culture (Polish and Ukrainian)? The content of standardised unstructured interviews (in-depth) that were carried out with the managers of both organisations was analysed. To identify the discrepancy in the

management of the organisations, cultural dimensions reflecting basic assumptions were used. It was concluded that in the management of these subjects in relation to dimensions: power distance, masculinity-femininity and uncertainty avoidance, cultural factors are considered. However, in the dimension individualism-collectivism in the management of the Ukrainian company, a small discrepancy with the culture of the environment in which the company functions was observed. In this dimension, in the way of management of the Ukrainian company, we can observe elements characteristic for Polish national culture.

The research proceeding refers to single subjects, which does not allow us to formulate conclusions of general character. Nevertheless, it is important to stress that the direction for further research was indicated, a research that will enable to reach the essence of the relations between national culture and organisational culture. This kind of research seems to be important because on the map of Europe and the world there are places which are not sufficiently described in the context of culture but the entrepreneurs set branches of their companies there. One of such places is Ukraine. Theoretical analysis and research referring to national culture of this country seem to be important due to geographical proximity in relation to Poland, which is conducive to business for Polish companies. They are also important because of the recent social-political events in Ukraine and economic perspectives of this country.

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WPŁYW KULTURY NARODOWEJ NA KULTURĘ ZARZĄDZANIA NA PRZYKŁADZIE ORGANIZACJI POLSKIEJ I UKRAIŃSKIEJ

Streszczenie

Kultura ukierunkowuje sposób myślenia o człowieku, ustanawia też ramy tego, co uznaje się za sposoby realizacji człowieczeństwa. Jest zawsze „czyjaś” kultura, ponieważ tworzą ją konkretni ludzie i w niej się wyrażają.

W artykule skoncentrowano się na pokazaniu wpływu kultury narodowej na kulturę zarządzania, przenikaniu wartości z otoczenia zewnętrznego do organizacyjnej rzeczywistości. Przeanalizowano wyniki badań, które zostały przeprowadzone w organizacji polskiej i organizacji ukraińskiej. W przyjętej procedurze badawczej dokonano diagnozy wymiarów kultury (dystans władzy, indywidualizm-kolektywizm, męskość-kobiecość, unikanie niepewności), jak również ich charakterystyki porównawczej z uwzględnieniem kryterium narodowości. Poddane analizie ilościowej dane zostały zebrane w trakcie badań pracowników przedsiębiorstwa polskiego oraz pracowników przedsiębiorstwa ukraińskiego. W dalszej kolejności przeprowadzono wywiady pogłębione z menedżerami obu tych organizacji. W tym przypadku zastosowano analizę jakościową. Miała ona na celu identyfikację cech kulturowych w zarządzaniu badanymi podmiotami. Uznano, że na kształtowanie stosunków międzyludzkich, wzajemnych relacji między pracownikami, a także między pracownikami a kierownictwem, mają wpływ kierujący tą organizacją menedżerowie wyższego szczebla. Mają więc wpływ na kształtowanie kultury zarządzania.

Słowa kluczowe: kultura narodowa, kultura zarządzania, kultura organizacyjna.

Klasyfikacja JEL: D2, L2, Z1.